AN ADVISORY SERVICES PANEL REPORT

University Park Tallahassee, Florida

Urban Land Institute

University Park Tallahassee, Florida

A Development Potential Analysis for Florida State University

October 13–18, 2002
An Advisory Services Panel Report

ULI–the Urban Land Institute
1025 Thomas Jefferson Street, N.W.
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About ULI–the Urban Land Institute

ULI–the Urban Land Institute is a nonprofit research and education organization that promotes responsible leadership in the use of land in order to enhance the total environment.

The Institute maintains a membership representing a broad spectrum of interests and sponsors a wide variety of educational programs and forums to encourage an open exchange of ideas and sharing of experience. ULI initiates research that anticipates emerging land use trends and issues and proposes creative solutions based on that research; provides advisory services; and publishes a wide variety of materials to disseminate information on land use and development.

Established in 1936, the Institute today has more than 17,000 members and associates from 60 countries, representing the entire spectrum of the land use and development disciplines. Professionals represented include developers, builders, property owners, investors, architects, public officials, planners, real estate brokers, appraisers, attorneys, engineers, financiers, academics, students, and librarians. ULI relies heavily on the experience of its members. It is through member involvement and information resources that ULI has been able to set standards of excellence in development practice. The Institute has long been recognized as one of America's most respected and widely quoted sources of objective information on urban planning, growth, and development.

This Advisory Services panel report is intended to further the objectives of the Institute and to make authoritative information generally available to those seeking knowledge in the field of urban land use.

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About ULI Advisory Services

The goal of ULI's Advisory Services Program is to bring the finest expertise in the real estate field to bear on complex land use planning and development projects, programs, and policies. Since 1947, this program has assembled well over 400 ULI-member teams to help sponsors find creative, practical solutions for issues such as downtown redevelopment, land management strategies, evaluation of development potential, growth management, community revitalization, brownfields redevelopment, military base reuse, provision of low-cost and affordable housing, and asset management strategies, among other matters. A wide variety of public, private, and nonprofit organizations have contracted for ULI's Advisory Services.

Each panel team is composed of highly qualified professionals who volunteer their time to ULI. They are chosen for their knowledge of the panel topic and screened to ensure their objectivity. ULI panel teams are interdisciplinary and typically include several developers, a landscape architect, a planner, a market analyst, a finance expert, and others with the niche expertise needed to address a given project. ULI teams provide a holistic look at development problems. Each panel is chaired by a respected ULI member with previous panel experience.

The agenda for a five-day panel assignment is intensive. It includes an in-depth briefing day composed of a tour of the site and meetings with sponsor representatives; a day and a half of hour-long interviews of typically 80 to 100 key community representatives; and a day and a half of formulating recommendations. Many long nights of discussion precede the panel's conclusions. On the final day on site, the panel makes an oral presentation of its findings and conclusions to the sponsor. At the request of the sponsor, a written report is prepared and published.

Because the sponsoring entities are responsible for significant preparation before the panel's visit, including sending extensive briefing materials to each member and arranging for the panel to meet with key local community members and stakeholders in the project under consideration, participants in ULI's five-day panel assignments are able to make accurate assessments of a sponsor's issues and to provide recommendations in a compressed amount of time.

A major strength of the program is ULI's unique ability to draw on the knowledge and expertise of its members, including land developers and owners, public officials, academicians, representatives of financial institutions, and others. In fulfillment of the mission of the Urban Land Institute, this Advisory Services panel report is intended to provide objective advice that will promote the responsible use of land to enhance the environment.

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Special thanks are extended to Beth Hodges and Lynna Sands of the university for preparing the extensive briefing books and taking the time to make sure the week ran smoothly.

The panel would also like to thank Mark Bertolami, director of facilities planning, who led a tour of the 1,500-acre site, and Ms. Lee Hinkle, vice chair of the FSU board of trustees, who took time to provide information, answer questions, and be available throughout the week of the panel's visit to Tallahassee.

The panel is also grateful to the more than 50 Florida State University, Innovation Park, Florida A&M University, Tallahassee, Leon County, and state officials, along with numerous community and business representatives, who gave the panel their time for interviews.

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Foreword: The Panel's Assignment

lorida State University (FSU) has succeeded over the years in obtaining research grants, which in turn has increased pressure on university facilities to accommodate growth. The FSU Research Foundation, a nonprofit corporation and direct support organization of FSU, has provided funding for the construction of additional buildings to accommodate some of the major research projects. However, given the increase in the amount of space needed for research projects and other university programs, FSU has reached the point at which it must develop an appropriate plan to deal with its space needs.

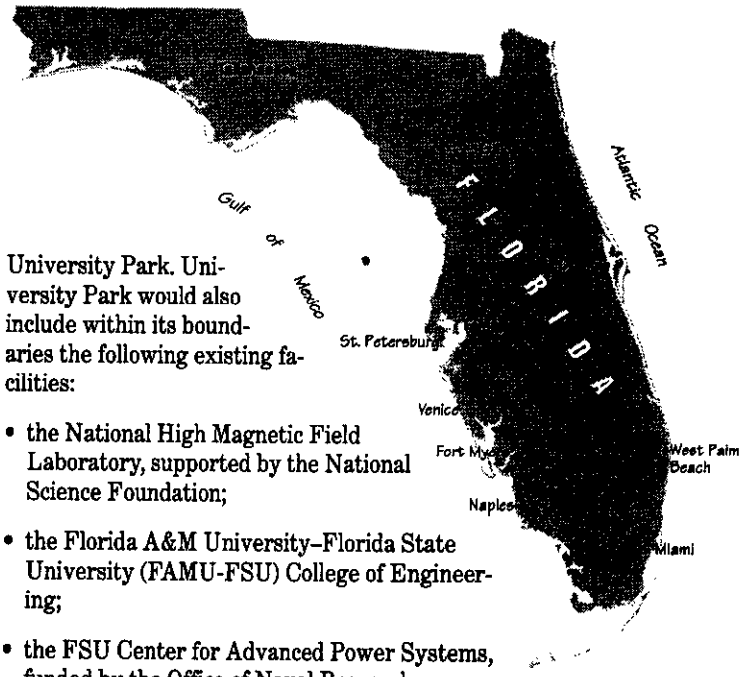
The FSU campus is located on 463 acres in the heart of Tallahassee. While FSU's campus is the smallest among Florida's universities, its student population exceeds 35,000, making it one of the larger universities in the state in terms of enrollment and the densest in terms of student population per acre. The population of FSU makes it the equivalent of a small city, but its growth is severely limited by its acreage. Expansion within and around the FSU campus is currently accomplished one lot at a time and at increasingly inflated land costs.

The University Park Concept

FSU, with the support of the FSU Research Foundation and in partnership with local government and others, is seeking to develop a state-of-the-art research park. This new park, named University Park, would be designed to meet FSU's long-term space requirements for education and research and would serve to augment FSU's growing reputation as a nationally recognized research institution.

The University Park concept envisions a research park that builds on the base of research activities now housed at Innovation Park, a research park supported by the Leon County Research and Development Authority and within the boundaries of University Park. University Park would also include within its boundaries the following existing facilities:

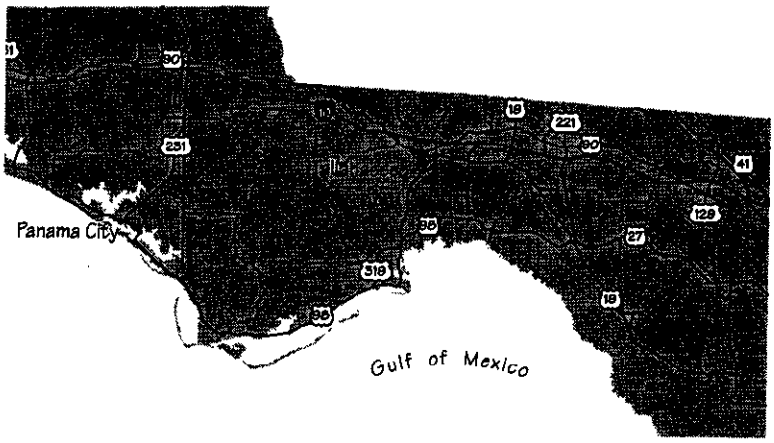
- the National High Magnetic Field Laboratory, supported by the National Science Foundation;
- the Florida A&M University–Florida State University (FAMU-FSU) College of Engineering;
- the FSU Center for Advanced Power Systems, funded by the Office of Naval Research;
- large training facilities for the U.S. Army and the U.S. Navy; and
- FSU's Don Veller Seminole Golf Course.



Location map.

Although several of the major funded research projects at these facilities and others have the potential to attract private sector participation and investment, thereby promoting high-quality economic development in the broader Tallahassee community, so far they have failed to do so.

The panel believes that development of University Park would not only facilitate FSU's objective of having a research park and attracting research money, but, equally important, would promote Tallahassee's Southern Strategy policy initiative for economic development in southern Tallahassee. It also would be consistent with Blueprint 2000 and Beyond, part of the community-



Tallahassee area map.

developed comprehensive plan that addresses the environment, transportation, land use, and economic growth for the area.

The Panel's Assignment

FSU asked the panel to suggest how the university could initiate and develop University Park. In response, the panel addressed the market potential for University Park and the potential mix of uses—residential, educational, and commercial—that such a development could attract and support. FSU also requested that the panel outline potential issues the university might face in developing the research park, as well as the impact development could have on surrounding areas, including neighborhoods. The panel also was asked to create a conceptual site plan and image that FSU could use to market the research park. Finally, FSU asked the panel to articulate a step-by-step implementation strategy and an appropriate management structure for the development project.

Summary of Findings and Recommendations

Although FSU asked for an evaluation of the research park concept and suggestions for how best to develop University Park, the panel delivered a much broader set of recommendations that, if followed, would augment the capacity and impact of one of the nation's leading institutions of higher education, and in doing so, create a richer, more diverse community in which to live, work, play, and learn.

The panel's findings and recommendations are divided into four principal sections: market potential, development strategies, planning and design, and implementation.

Market Potential

Given trends in higher education and the emerging role of universities in regional economic development, the panel recommends that FSU look beyond a research park to the university's broader long-term needs and goals. The panel spoke with many stakeholders and, as a result, was able to evaluate university growth, socioeconomic and community issues, community conflict, and overall community sentiment toward the proposed University Park.

The panel members agree that the best development path for University Park would be to create a community where people live, learn, work, shop, and play within a stable, harmonious, and sustainable environment. The panel believes that University Park should accommodate campus expansion and include facilities for government and private research, current office and research facilities, housing, and support services.

Development Strategies

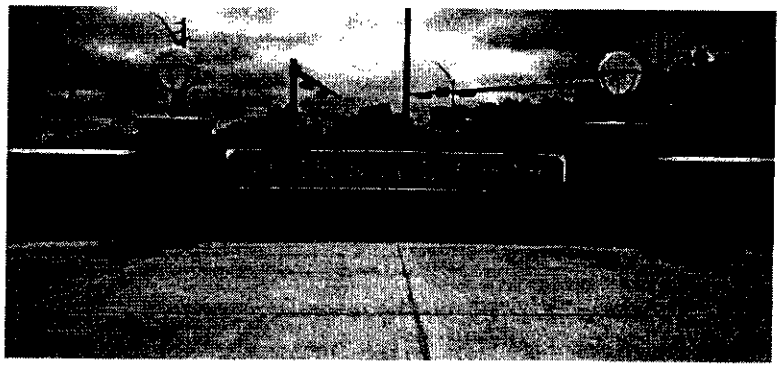
While a strategic planning process is needed in order to create a long-range development plan that considers the academic, facility, and ancillary needs of FSU and other stakeholders—Florida A&M, the Tallahassee private sector, etc.—the panel recommends that University Park be developed as a diverse, mixed-use community.

To ensure the greatest chance for success, the panel suggests that while FSU is and will continue to be the predominant stakeholder in University Park, other stakeholders, such as Florida A&M, Tallahassee Community College, and the local and state governments, should also be involved in the development process.

The panel also recommends that given the density and growth issues that FSU's main campus is experiencing, the university should consider development of University Park as providing an opportunity to relocate and expand academic, institutional, and support facilities.

The panel recognizes that the development process will not be easy and advises FSU to take a phased approach to the project. The first phase should include detailed planning for academic demand and growth; the second should involve creation of a general development plan for University Park that takes into account all potential land use and community interfaces; and the third should involve the first steps of actual implementation.

A Florida State University sign welcomes students, faculty, visitors, and football enthusiasts to Doak Campbell Stadium and the attached academic buildings and visitor center.



The panel believes that the FAMU-FSU College of Engineering, as well as other academic uses and support services, should be located in the university zone.

Planning and Design

The panel proposes a conceptual plan that would promote a strong interface between academic and corporate entities, and viable economic development. To accomplish this, the panel believes development of University Park should be organized around a village center—which would serve as a hub where students, faculty, and professionals could come together to interact and share ideas—and centers of excellence, which would include research anchors with related facilities.

The panel suggests that four primary zones be integrated into development of University Park:

- a university zone;
- a research zone;
- a community zone; and
- a mixed-use zone.

While each zone should have flexible boundaries and should overlap and be integrated with the other zones, the panel believes it is imperative that all four zones be included in the development of the park; in fact, the zone pattern may be duplicated several times throughout the site as University Park develops over time. Zones should not be separate from one another, and current demand is insufficient to support initial development at different corners of University Park with the hope that they eventually will grow together.

While the panel decided it would be premature during its visit to develop a detailed site plan for the project, it did develop graphics illustrating the principles that should be associated with the development and provide drawings of the proposed village and centers of excellence in order to convey the essence of its proposal for the park.

Implementation

The panel realizes that in proposing a mix of uses for University Park, it is complicating the implementation process. In order for implementation to be carried out in the most efficient and effective way possible, the panel suggests that FSU focus on the following four steps:

- FSU should initiate a master planning process to develop a general development plan that will respond to the university's projected growth over the next 25 to 50 years.
- The Leon County Research and Development Authority, which controls Innovation Park, should not be discontinued, but rather be reconfigured to give FSU effective control over the existing Innovation Park projects and overall University Park projects.
- The Authority should hire an experienced real estate development, marketing, and economic development staff to manage the development activities.
- FSU should carefully sequence its implementation steps in order to ensure successful and complete development.

The panel believes that University Park has strong development potential not only to advance the interests of FSU, but those of the Tallahassee community as a whole. However, the panel points out that this success will only be realized with the cooperation and trust of the project's many stakeholders.

Market Potential

nder the panel's plan, University Park will draw on local, regional, national and global demand for university-related research and associated uses, and on the market demand for space to serve these uses. In exploring the market potential for what is intended to be a new educational paradigm, the panel first examined the background issues, including relevant trends in higher education, the emerging role of universities in regional economic development, and the drivers of the Tallahassee regional economy. Within this context, the panel identified appropriate objectives for the University Park project, explored potential uses for the project, and identified ways to establish competitive advantage for the undertaking.

Trends in Higher Education

As acknowledged by FSU's Commission on the Future of Florida State University in its 1998 report, there has been tremendous growth and change in higher education. Among the changes is unprecedented growth in student enrollment over the past 20 years, which has resulted in the need for facilities to accommodate expansion and to meet the needs of changing demographic constituencies. This growth has fostered competition among universities, increasing pressure to attract not only the best and brightest students, but also the best faculty and researchers. At the same time, substantial growth in federal research funding has created opportunities for universities to expand their research enterprises, resulting in additional demand for new and different facilities to support the growing activity.

Role of Universities in Regional Economic Development

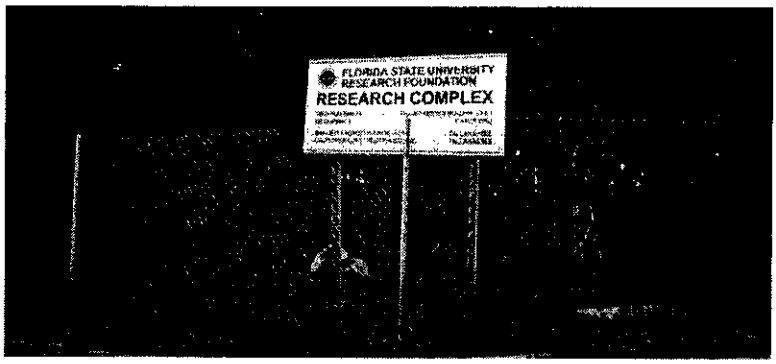
Consistent with this growth in higher education has been an increasing awareness of the role universities play in regional economic development. As Ross DeVol wrote in the Milken Institute's September 2002 research report *State Technology and Science Index*, regions have begun "embracing the intangible economy." He added:

> The elements that make a state or a regional economy vibrant and prosperous today are fundamentally different from those of the past. *The new economics of place are driven by their ability to attract and expand science and technology assets and leverage them for economic development* [emphasis added]. State and regional economic performance is determined by how effectively it uses its comparative advantages to create and expand knowledge assets and convert them into economic value.

Although universities are acknowledged as economic engines, the best way to realize their potential is less widely agreed upon; their economic contributions may result from their very presence, stability, and ongoing growth.

Recently, research has emerged as a growing source of a university's economic energy. Collectively, the nation's universities and colleges account for about half of all basic research, with more than 60 percent of total university research and development funding coming from the federal government. However, it could take years for university research alone to yield economic results for Tallahassee measurable in increased industrial activity, employment, and population.

Development of relationships between industry and universities can accelerate the pace of research-related economic development by helping universities to leverage federal research and development funding to attract private sector investment. The 1980 Bayh-Dole Act, which allowed universities to take ownership of intellectual property developed through research conducted with federal funding, has advanced this process and has benefited universities across the country economically. An example of the Bayh-Dole Act's benefits is the development by FSU professor Robert A. Holton



The FSU Research Foundation has provided funding for the construction of buildings to house research projects within University Park. This project site is located within the proposed research zone.

of a unique process for production of Taxol, a drug used for cancer treatment since 1994. FSU has received millions of dollars in revenue from Taxol and has partnered with Taxalog, Inc., a company created by Holton, as a new approach to commercialization of research. In addition, Taxalog recently built a 23,000-square-foot facility in northeast Tallahassee.

By attracting research-oriented companies to a community and fostering industry and academic collaboration on research, universities also can contribute to short-term economic gains by establishing a network for hiring top graduates and keeping them in the community.

Drivers of the Tallahassee Regional Economy

There are two primary drivers in the Tallahassee region that affect regional economic development and space demand—the state government and higher education.

State Government

Because Tallahassee is the state capital, government presence has been and will continue to be a major force in the regional economy. However, government downsizing initiatives are changing the near-term nature and strength of this presence, perhaps dramatically, through a smaller government payroll and decreased demand for government facilities. The trend of outsourcing government functions, recently implemented for human services and transportation, is expanding such impacts and is likely to continue. However, government-related employment in the private sector—in such areas as legal services and consulting—should remain steady.

Higher Education

Tallahassee's primary higher education assets are FSU, Florida A&M, and Tallahassee Community College. Of these three, FSU is the major player in the regional economy and is recognized by the Carnegie Foundation as one of four public institutions in Florida meeting the foundation's highest criteria.

Tallahassee and Florida State University have grown at an average rate of about 3 percent per year over the past 30 years. With Florida's growth projected to continue, the city and the university can be expected to continue to grow at their recent pace.

FSU, recognizing the importance of its research activities to the long-term health and vitality of its academic mission, has focused aggressively on expanding its research base. As a result, its research grant and contract funding has grown more than 10 percent per year over the past five years. Total grants and contracts received by the university through June 2002 were more than $147 million, and they are expected to increase substantially in the future.

FSU officials have a vision for the university that includes further enhancing the overall quality of its campus, supporting the economic vitality of the surrounding community, advancing its position as a leading research institution, strengthening its corporate links, and attracting top faculty, administrators, and students. This vision—along with projected expansion and the broader drivers of higher education and the changing landscape of academic and research facilities—has put and will continue to put pressure on campus facilities to accommodate growth. As a result, FSU, as do other universities, needs to identify appropriate locations for expansion. It also shares with other educational institutions the need to undertake campus planning to identify space requirements, to develop near- and long-term strategies to address those needs, and to coordinate those strategies with regional planning and growth objectives and capabilities.

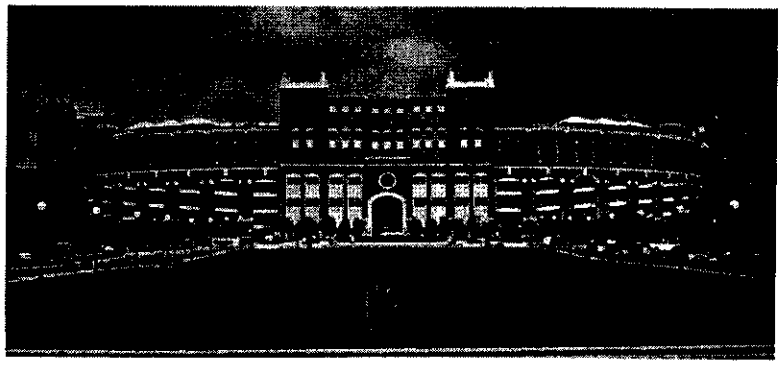
FSU is an institution at a crossroads. To achieve its vision, it must continue to expand its student population and faculty, to attract additional federal and corporate research partners, and, in doing so, to gain prominence in research areas of regional and national significance, such as biomedical science and health services, security and counterterrorism, and power systems and advanced transportation.

It also must continue the planning efforts begun by the FSU Commission on the Future of Florida State University and undertake rigorous and comprehensive strategic planning. This will help the university to ensure both its ongoing success and an appropriate alliance with its institutional stakeholders, including other regional partners. The planning process should produce a long-range development plan that includes the following elements:

- an academic program plan;
- a facilities space plan addressing needs department by department and function by function;
- a plan addressing on- and off-campus housing demand for undergraduates and graduate students, residents and visiting faculty, and other university-related needs;
- a coordinated campus master plan; and
- a "business case" analysis of FSU's research that identifies the university's core research strengths and establishes a roadmap for building on these strengths to attract additional funding, collaborative ventures, and new regional business opportunities.

University Park Objectives

University-related research parks recently have gained wider recognition for their ability to provide a collaborative setting for a mix of uses that complement and support other university programs, university-related industry, and the entire community. University Park should provide the Tallahassee region and its university partners with an opportunity to accomplish the following objectives crucial to the ongoing vitality of the region, its research institutions, and the community as a whole:



Doak Campbell Stadium.

- Enabling on-campus development and redevelopment by providing off-campus expansion space. This includes the location of university, community, and business programs consistent with highest and best use of real estate. A key component of this would be to provide space for FSU to expand its programs, administration and support, housing, and open space and recreational areas.
- Providing a setting to enhance the ability of the region and its institutions collectively to attract state, federal, and private funding, and other support, such as corporate participation. University Park is envisioned as a "synergistic research" campus that will accommodate a mix of university, government, and industry tenants and uses.

By providing appropriate facilities for the expansion of FSU and providing a setting for synergistic research, University Park can contribute to regional economic development through job creation, skill development, and an increased tax base.

Potential Uses

The panel broke down its analysis of University Park's market potential into the categories of FSU campus expansion, government and private research–oriented users, current office and research facilities, housing, and support services.

The historic Westcott Building on the main campus houses the office of the president and other administrative offices.

FSU Campus Expansion

There is broad recognition within FSU and the Tallahassee community that although the university is a highly credible example of 19th and 20th century planning and growth, it is operating under serious land constraints. Therefore, the first major market for the University Park land may be the university itself.

An academic planning process will enable the university to decide how much land it will need for future campus expansion, and how much of this land should be allocated to program space, administrative and other support space, undergraduate housing, recreational space, and research space.

Academic programs will expand as a result of the requirements of students and FSU's evolving mission to strengthen, advance, and expand the university. In addition, the university expects enrollment to continue rising, which will increase demand for student housing. However, in recent years, FSU has been providing housing for a declining percentage of its students, with only 16 percent of its undergraduates housed on campus, compared with the national benchmark of 20 to 25 percent.

While, the rigorous academic planning necessary to identify and quantify appropriate programs for location at University Park is beyond the scope of the panel's assignment, such an effort is critical to the planning of University Park.

Government and Private Research–Oriented Users

The amount of demand for space in University Park from nonuniversity research–related users will be determined by the ability of the park's participating institutions to leverage their respective research strengths and areas of expertise. FSU has identified the following research areas as its core science and technological priorities:

- biomedical sciences and health delivery;
- chemistry, structural biology, nanotechnology, and drug development;
- security and counterterrorism;
- magnetic materials;
- power systems and advanced transportation;
- computational science/engineering; and
- earth and environmental sciences, ocean and climate research, and marine biology.

In order to attract government and private research–oriented users, the Authority must carefully coordinate the programming, marketing, and development of University Park with the planning processes suggested for the participating institutions. Two potential markets must be targeted and pursued:

- prospective users outside of the Tallahassee market that can be attracted to University Park by the potential for research collaboration; and
- new research programs, such as those that originate at institutes and in programs spawned by grants and research funding.

This approach to attracting additional users contrasts with that of a typical business park or residential community, which would focus on attracting users already in the market.

Current Office and Research Facilities

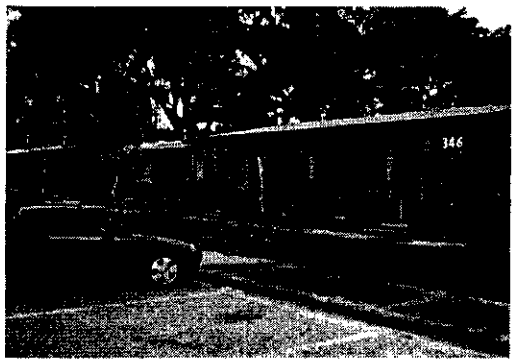
Current Innovation Park tenants should be mined for expanded potential for collaboration with University Park users. As of fall 2002, facilities containing 809,000 square feet of space had been developed in Innovation Park. They include:

- the National High Magnetic Field Laboratory, 290,000 square feet;
- four building complexes, including the Don Fuqua complex, 150,000 square feet; and
- two new buildings, including the FSU Center for Advanced Power Systems, 170,000 square feet.

Of the 809,000 square feet, 540,000 square feet is research space developed over the past ten years by FSU—an average of 54,000 square feet of space developed per year—most of which is governmental or institutional in nature.

The panel believes that local industry is not a realistic source of demand for office space in University Park. Leon County has more than 6 million square feet of office space, located primarily in the northeast and central business district. With SouthWood and other projects in the early stages of planning and approval, there will be enough property available to double the supply of office space. University Park does not need to, nor is it intended to, address this market.

Corporate startups born of local research represent a critical category of prospective research-related users for University Park. The panel believes the community must move aggressively to identify local companies that are generating ideas, and nurture them. This must be a broad effort that is sustained on many fronts over a long period, and it will require the creation of an entrepreneurial culture in Tallahassee. An incubator facility to meet the needs of such local companies should be created as soon as possible. Not only is such a facility needed, but the effort and organization needed to create such a facility will provide a focus around which the broader efforts of technology transfer, attraction of venture capital, and business creation can be rallied.



The panel believes Alumni Village, which provides housing for married students, should be relocated and expanded to accommodate graduate students.

Housing

The panel suggests several potential residential uses for University Park. The lack of undergraduate housing should be addressed as part of the FSU general development planning effort. Also, while married student housing is already located on the University Park site at Alumni Village, the panel believes the addition of graduate student housing should be considered because of the critical role graduate students play in research activities. For similar reasons, suitable housing should be provided for young professionals that will be employed within University Park.

Support Services

University Park also should have ancillary uses to support the research and academic activities located there. This may include a variety of service and retail businesses to benefit the employees and residents of the area, including:

- restaurants;
- a grocery;
- banks, travel agencies, dry cleaners, and businesses providing other daily services; and
- a hotel and conference center in conjunction with the Don Veller Seminole Golf Course clubhouse.

Creating a Competitive Edge

The developers of University Park must address several key challenges in order to create a competitive advantage for the project—an advantage to be sought over similar research parks associated with research universities, not over privately

developed research and development parks like SouthWood.

Corporations—which are different from universities and frequently have trouble communicating with each other—may find the university decision-making process daunting as they consider moving to University Park. The park must be structured to relate to the private sector in general and to accommodate corporate strategic planning and decision making in particular. At times, Tallahassee has had the image of being less than friendly to business; for University Park to succeed, it must be perceived as being supportive of business and industry and operate in a way that confirms that impression.

The University Park area already has many strong advantages to offset the challenges it faces, including the research programs at FSU and Florida A&M, a well-educated labor market, a relatively low cost of living; and a community that provides a high quality of life. These must be leveraged to attract both the research dollars and the private sector jobs that will enable FSU to reach the critical mass necessary to sustain University Park's long-term growth and viability.

Development Strategies

niversities in many ways are like cities. The University of Oxford, for example, is a university city within a city. Conversely, Cambridge, Massachusetts, has been described as a city within a university. It has been said that you must "stuff the suitcase for any city to succeed." The panel has chosen to follow that prescription, proposing to "stuff" University Park by creating a full-range community development where people will live, learn, work, shop, and play within a stable, harmonious, and sustainable environment.

Several factors likely will have an enormous impact on what is decided for the future of the University Park site. For one, the project presents an extraordinary opportunity for FSU and several other significant stakeholders. It also appears to have widespread community and government support. The panel bases its recommendations for the project on the trends emerging in academia for integrated, interdisciplinary, interprofessional, interindustry, and international relationships.

Projected Growth

According to the 2000 U.S. Census, Florida continues to be one of the fastest growing states in the country. Although the Tallahassee–Leon County region has yet to be discovered as a principal destination for tourism or business relocation, a straight-line demographic projection based on the state's growth and growth trends indicates that FSU's enrollment will double to about 70,000 students over the next 30 years, as will the population of Tallahassee, to 300,000.

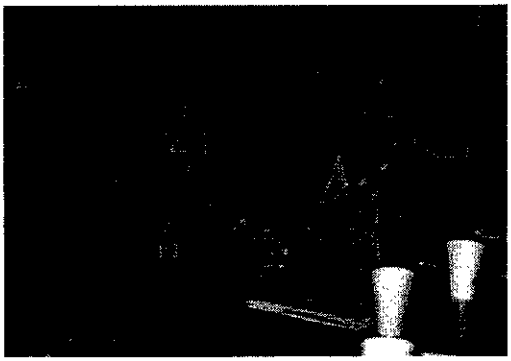
Such growth will continue to put significant pressure on local, county, and state governments to provide a broad spectrum of services, including meeting the mandate to improve the quality of education. FSU's main campus consists of 463 acres, making it the state's smallest public university in area and giving it the highest density at about 78 students per acre. Other major institutions of higher learning are experiencing similar densification, including the University of Colorado at Boulder with almost 100 students per acre, UCLA with 88 students per acre, the Auraria Higher Education Center in Denver with nearly 200 students per acre.

Growth Complications and Issues

While growth typically is viewed as positive, FSU increasingly is saddled with tough decisions on expansion due to the lack of space on its main campus. Though university plans usually are not compared to business models, in truth, universities are in the business of providing knowledge. Like businesses, universities compete with one another to provide cutting-edge academic programs and services.

One university service affected by growth and space availability is campus housing. National statistics show that freshmen housed on a university campus are nearly four times more likely to complete their studies at that university than incoming freshmen who live off campus. Also, the FSU housing office reports that freshmen living on campus have significantly higher grade point averages than those who live off campus. Consequently, the panel believes the university's goal should be to

Mark Bertolami (left), FSU director of facilities planning, and Raymond Bye, FSU vice president for research, lead the panel on a site tour of University Park and the Tallahassee community.



Panelist John Prosser (left) discusses the development potential of University Park with FSU president Talbot "Sandy" D'Alemberte.

house all freshman students on campus. As a corollary, to attract the best students, FSU needs to continue to be competitive in providing other on-campus housing, especially for graduate students and students with children. These students are critical to FSU's efforts to win future research funding and grants.

Socioeconomic Issues

If Tallahassee is divided into four quadrants with the state capitol at the axis, University Park is in the southwest portion. This quadrant is an area of transition from FSU's main campus to the north, through an economically distressed area that surrounds University Park, and south to Tallahassee Regional Airport. The need for economic development and revitalization within this area has long been recognized.

University Park is bordered on the east side by the Providence Park neighborhood, and Levy Street, which runs through Providence Park, is the most heavily traveled roadway into Innovation Park. Providence Park has a high crime rate that includes drug- and gang-related activities, according to several people interviewed by the panel. In addition, only 7 percent of this area's residents own their home, with absentee owners controlling most of the property.

The Lake Bradford neighborhoods, located south and west of University Park, are near the Tallahassee city limits and encompass a broad spectrum of housing. The amenities of the lake and the proximity of these neighborhoods to downtown Tallahassee have attracted middle- and upper middle-class residents, and some home prices exceed $500,000.

Also located in this quadrant near FSU's main campus and University Park is the Leon County Jail Complex, and a homeless shelter has been proposed near the jail.

The southwest quadrant as a whole is an area that has not been the focus of economic development. Because image plays an important role in where people choose to locate homes or businesses, the area is stuck in a self-fulfilling cycle, attracting no residential or economic development and generating little in property taxes. The development of University Park is intended to break this cycle by stimulating economic growth not only in the park itself, but also in the surrounding communities.

Community Issues

Four principal neighborhoods surround University Park—Seminole Manor to the northwest, Providence Park and the Callen neighborhoods to the east, and the Lake Bradford neighborhoods to the south. During the panel's investigation, a number of community concerns were presented. The following list, though not all inclusive, outlines major community concerns related to University Park:

- current traffic volume and speed problems, and additional traffic problems that may arise due to the proposed development;
- stormwater runoff, the quality of stormwater runoff, and flooding;
- current environmental concerns and future environmental impacts that may arise from the proposed development and adjacent road work;
- the absence of public and business services, including libraries, good schools, and shopping;
- the absence of community and recreational facilities;
- area crime, including drug- and gang-related activities; and
- the proposed closing of two elementary schools and one middle school.

The areas just south of University Park lie on the jurisdictional boundary between Tallahassee and Leon County, which has created inconsistencies in zoning policy and enforcement. City and county

zoning policies are not harmonized, and residential uses change between neighboring properties within the same subdivision, sometimes putting mobile homes adjacent to expensive residences. In addition, the natural ecological amenities in this area are being overwhelmed by trash, drainage, and contaminants. One hundred and fifty dump truck loads of trash reportedly were removed from the nearby Black Swamp drainage area in one weekend as part of a recent environmental cleanup effort. This situation enhances neither neighborhood stability nor property values and could discourage a business from deciding to locate at University Park.

The panel was told by many people that Tallahassee and Leon County are difficult to work with on planning, design, and permitting. The city's comprehensive plan has several inconsistencies, which promotes various interpretations of rules and regulations across a broad policy spectrum. These ambiguities are exacerbated by what people perceive to be several overly restrictive city and county ordinances. The panel recommends that the comprehensive plan be reviewed and revised to resolve these ambiguities and inconsistencies.

Also, while FSU is nearly unanimously recognized as an asset to the state, the county, and Tallahassee, it is perceived in the community as having been a dominant and troublesome neighbor with regard to community relations, increased area-wide traffic congestion, and upstream and downstream drainage problems associated with the university's continued development. If FSU and the Tallahassee community want to succeed in developing University Park to its full potential, the university must address these issues in order to win the community's support.

Development Vision

In University Park, FSU has identified a project that offers a tremendous opportunity to energize the southwestern quadrant of the city through long-term economic development while providing a place for synergy among the various stakeholders. University Park is located within a quadrangle created by FSU, Florida A&M, Tallahassee Community College, and the Lively Technical

The panel takes a break at FSU's Doak Campbell Stadium.

School. University Park also is located within two miles of the state capitol and the city airport.

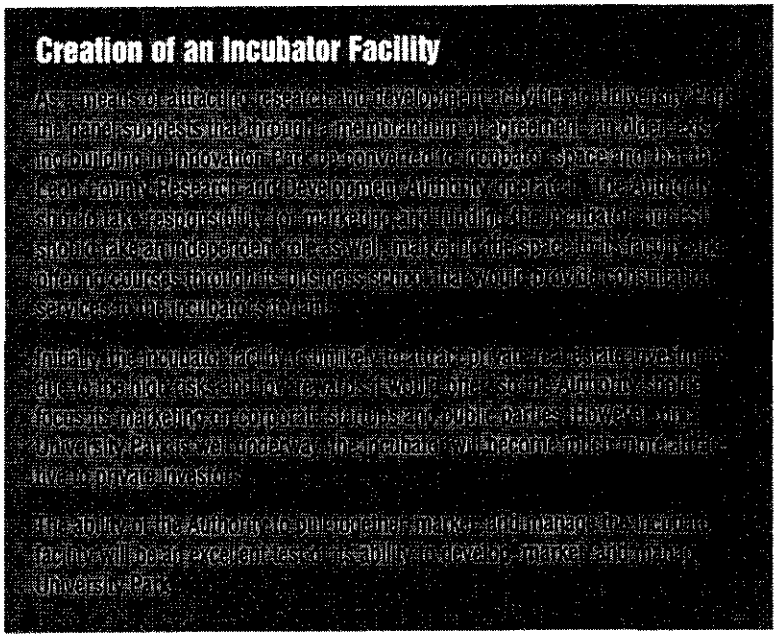
University Park has the opportunity to become a cutting-edge academic, research, and community service facility with a global reach, and to be a model for similar projects around the country. Attaining this goal will require excellent planning, design, and implementation efforts and dedication to preservation and enhancement of the surrounding environment. This project should be preceded by an environmental assessment that takes into account the size and quality of the site, its specific environmental conditions, and the ecological systems that are required to support a state-of-the-art complex such as the one envisioned.

The panel identified four planning concepts that could be applied to University Park:

- Increase the density on the main campus and develop University Park, only for research and development uses.
- Make modest shifts of programs and facilities to University Park to relieve the intense use of the main campus.
- Make significant shifts of programs and facilities to University Park.
- Create a new 21st century, complementary FSU campus at University Park.

The panel recommends that University Park be developed as a diverse, mixed-use by shifting FSU programs and facilities from the main campus to University Park to create a complementary campus. To provide flexibility, efficiency, and sus-

Creation of an Incubator Facility



tainability for the university, the buildings should be organized in generic layouts of classrooms, offices, laboratories, research facilities, and studios to capitalize on the fact that universities, research parks, and corporate centers are virtually interchangeable in their layout and planning. Such planning has succeeded around the country and is evident at the Auraria Higher Education Center in Denver, where it was used to address the center's land limitations and its location in the center of the city.

While the panel envisions FSU as the predominant stakeholder in this endeavor, the development of University Park should be a unified effort among FSU, Florida A&M, and Tallahassee Community College in coordination with the state of Florida, Leon County, and the city of Tallahassee, each of which will contribute something valuable to the greater whole.

Potential Relocation of FSU Facilities

Given the property limitations of the FSU campus, the panel has identified a need for the university to consider relocating academic, institutional, and support facilities to University Park. The detailed academic and facilities planning efforts recommended in this report will be required as part of the University Park development plan and should focus on the university's long-term needs. This focus, coupled with a realistic evaluation of space requirements, will be essential to the development of a plan for University Park. For instance, if University Park were a reality today and the new FSU medical school were located there, it would be a keystone center of excellence within the park that could generate innumerable spin-offs without regard to the constraints of the current main campus.

Project Phasing Approach

The panel believes three consecutive implementation phases must be completed for the University Park project:

- *Detailed academic and facilities planning for all of FSU.* Such planning, which should look out over a 20-year horizon, must be completed to ensure that an accurate representation of need can be carried over into the physical planning of University Park.

- *A general development plan (GDP).* The GDP should address the needs of the various stakeholders identified in conjunction with the academic and facilities planning. The GDP also should address the changing needs that will accompany the continued growth of university, government, and private research. An extensive community relations program is critical to the success of this process.

- *Implementation of the planning.* University Park will be built out over several phases, and within each phase of development, detailed engineering design plans need to be completed for construction activities.

Infrastructure Costs

Planning and development costs for University Park will be determined by the makeup of the final general development plan. Using past cost models for greenfield development of similar projects, the cost for framework infrastructure for the park, including roadways, water and sewer lines, and trunk stormwater facilities, will be about $40,000 per gross acre.

Excluding the area already occupied by Innovation Park and the area needed for the golf course, about 1,150 acres of property remains at University Park. Due to environmental constraints and regional stormwater detention needs, not all of this area is developable. In addition, governmental constraints through concurrency requirements —stipulating that services be provided when the development is completed—and/or the development of regional impact (DRI) process also could affect the final size of the development.

While the impact of these issues on the developable acreage will be defined as the planning process proceeds, framework infrastructure costs in today's dollars can be expected to be between $45 million and $50 million. This estimate covers the internal framework infrastructure—roads, sewers, etc.—but not off-site, external public works that may be required to support the development, such as upgrades to potable water and sanitary sewer mains, construction of drainage systems to convey on-site flows to outfall points, and road improvements to mitigate transportation impacts.

Other project costs will include redesign and reconstruction of the FSU public golf course, which will have to be altered to accommodate development of University Park. This golf course is an inexpensive alternative to higher-priced courses in the area and serves as both a recreational amenity to FSU students and as a valuable resource to the community. The facility supports a golf course management program at FSU, and all of the golf course maintenance is provided by university staff. Given the multiple purposes of the course and the maintenance budget constraints, the panel believes the character of the existing course should be replicated. The panel predicts the redesign and reconstruction of the FSU golf course will cost $5 million in 2002 dollars.

Planning and design of a campus—for business or academic use, or a combination thereof—will require significant landscaping. The panel estimates costs for landscaping a project of this nature to be $80,000 per gross acre, which, at 1,150 gross acres, would put expenses at $90 million to $95 million.

Planning and engineering fees typically are 3 to 5 percent of the overall framework infrastructure costs, depending on how complex the development and governmental processes are. The panel believes that, excluding landscape architecture, it would be reasonable to expect fees of $1.5 million to $2.5 million for civil engineering, urban planning, and urban design. These fees include only the on-site framework infrastructure—roadways, drainage, and potable water and sanitary sewer systems—needed to support site-specific development, but not any vertical site aspects such as buildings, off-site infrastructure improvements, or the site-specific development itself. Additional architectural, planning, and engineering fees will be required for the in-tract development of specific on-site parcels and for off-site improvements.

The Don Veller Seminole Golf Course, an inexpensive facility open to the FSU and Tallahassee communities, should be reconfigured to accommodate development.

The panel expects hard construction costs for internal framework infrastructure, the internal circulating roadways, water and sewer systems, trunk stormwater systems, and common-area landscaping to be $135 million to $145 million. With associated soft costs, the total cost will be about $188.5 million. Given the size of this project, combined with the proposed variety of uses and the current market projections, the panel thinks the project should be broken down into smaller project phases to distribute the capital outlay over time. The time frame will be determined by combining the general development plan, actual local population growth rates, research and development spending, market conditions, and the availability of capital.

Planning and Design

onsistent with the panel's vision for University Park as a multifaceted area responding to academic, research and development, and community needs and opportunities, the development plan should be structured to allow an assembly of university, corporate, and community uses organized around the core research mission of the development to create a campus community. The panel emphasizes that the following is a planning framework and not a proposed land use or site plan.

Planning Objectives

The following are the panel's recommendations as to how University Park should be developed:

- Create an economic development strategy through the establishment of a physical plan that promotes a strong interface between select academic and corporate entities.
- Plan for a range of facilities that allows the development to function as a self-sufficient, university-based community.
- Promote community development through housing choices, access to public and private facilities, and employment opportunities.
- Establish the development as a model of sustainable environmental practices.
- Establish a sense of place that follows the best of campus, urban, and rural precedents.

Organizing Principles: Assets and Opportunities

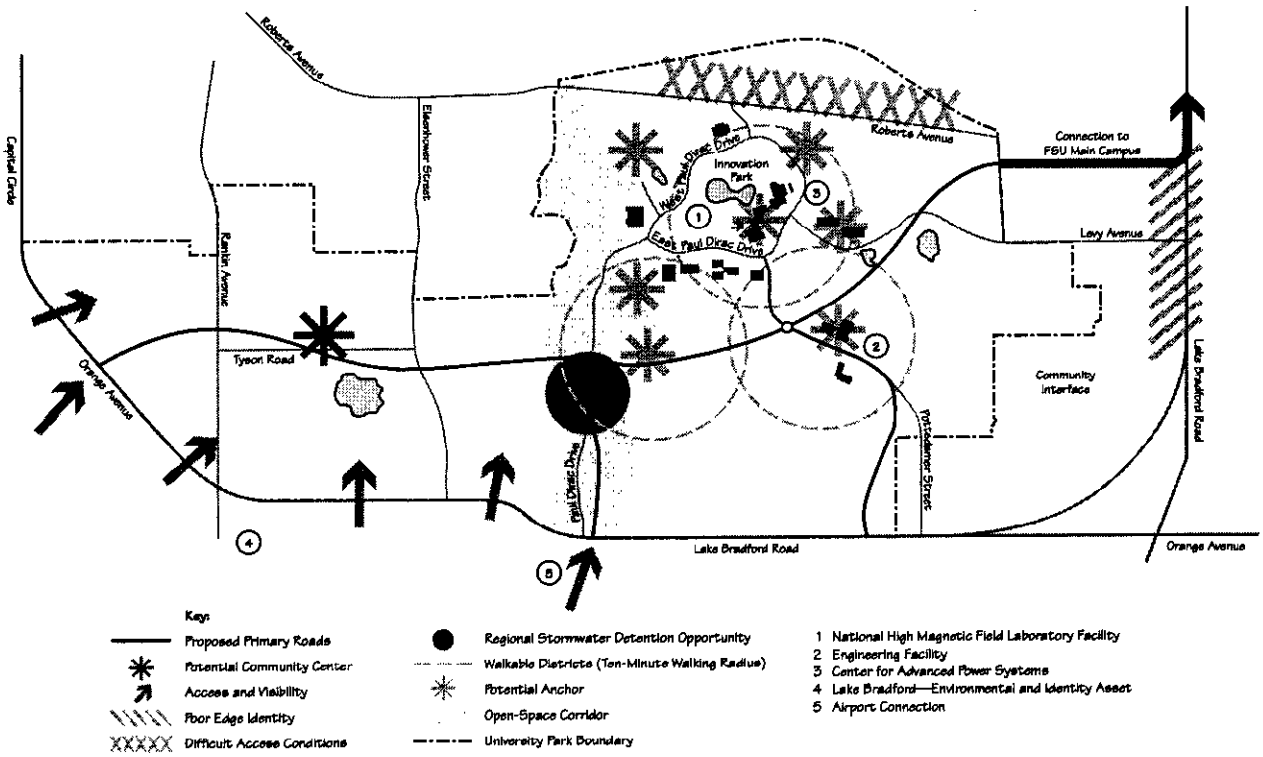
The site has been evaluated by the panel in terms of basic assets—accessibility, visibility, natural features, land use and community context, and existing facilities. The panel also looked at liabilities such as undesirable edges or poorly perceived existing developments. Such an evaluation facilitates planning to achieve the stated objectives, taking into account the need to enhance existing positive features, to mitigate negative features, to address operational considerations, and to do so over a long time frame and a large area. It is likely, given the time and physical expanse that will be involved in full buildout, that these organizing principles will be repeated many times and in varying forms throughout University Park.

The development of University Park should be oriented toward primary roads in order both to establish strong building presence and to showcase the development. Groups of buildings should be oriented toward open-space corridors so that these open areas may be drawn into the buildings' common areas. University Park should stand out as a collection of villages in the landscape, with trees, water, and rolling topography—characteristics that make Tallahassee memorable.

Village Center

The primary orientation of the overall development of University Park should be to a village center. The panel believes that the village center can be the heart of University Park—a hub that serves students, faculty, corporate employees, visitors, and community residents. It will be the place where all of the uses of University Park will overlap, acting as the confluence of research, corporate, academic, residential, and retail uses. It is here that people will be given the opportunity to interact and share ideas as they study and pursue research.

The village center should be programmed, organized, and scaled as the primary destination within the development. It should include both campus and urban features, creating a lively retail experience with bookstores, restaurants, dry cleaners, and convenience retail businesses. Offices, extended-stay residential hotels, apartments, or even condominiums can be located above these uses.



Assets and opportunities.

Centers of Excellence

The village center should be well linked to several centers of excellence—research anchors that create the research core of the park and provide commercially viable facilities for related research activities.

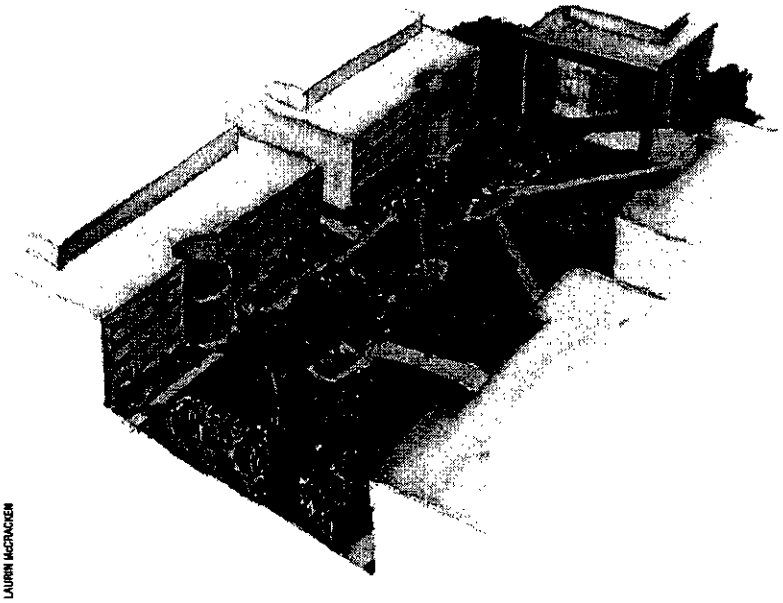
The panel suggests that as the research and corporate sector of the park develops, that the buildings that house related work be clustered to form outdoor rooms or open-space corridors. Currently, most buildings are placed as objects in the landscape surrounded by parking. Clustering the buildings will allow the creation of amenable outdoor spaces that can be used for walking, dining, and the exchange of ideas among the people who work in the surrounding buildings.

Housing

Residential villages should be organized as distinct and cohesive places with density, centers, and street orientation that promote a sense of community and public life. A strong landscape framework should be used to complement the vil-

LAURIN MACMACKEN

The panel envisions a village center as the primary destination in University Park—a place where students, faculty, employees, visitors, and residents can share a lively retail experience.



LAURIN McCRACKEN

Centers of excellence. This drawing of the proposed centers of excellence depicts how the buildings should be clustered to allow open-space corridors.

lage features of the development, linking and enveloping these components to establish a unifying sense of place.

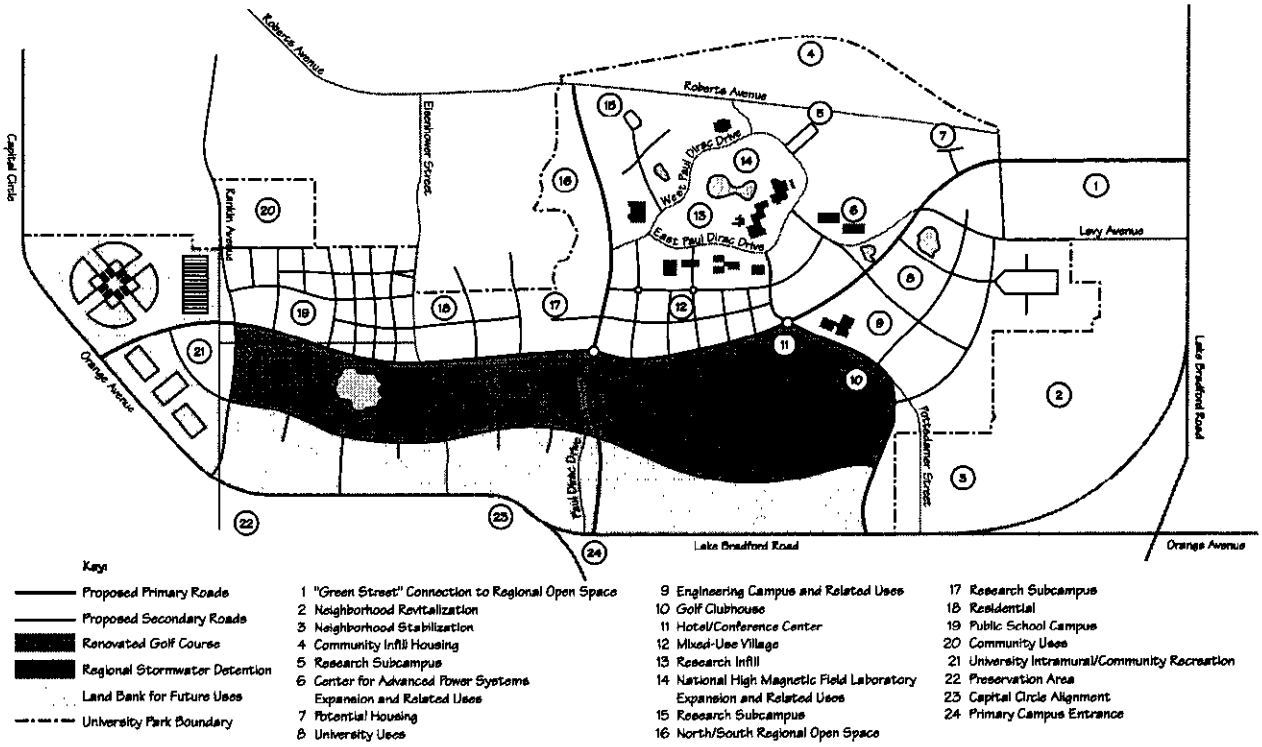
Frameworks

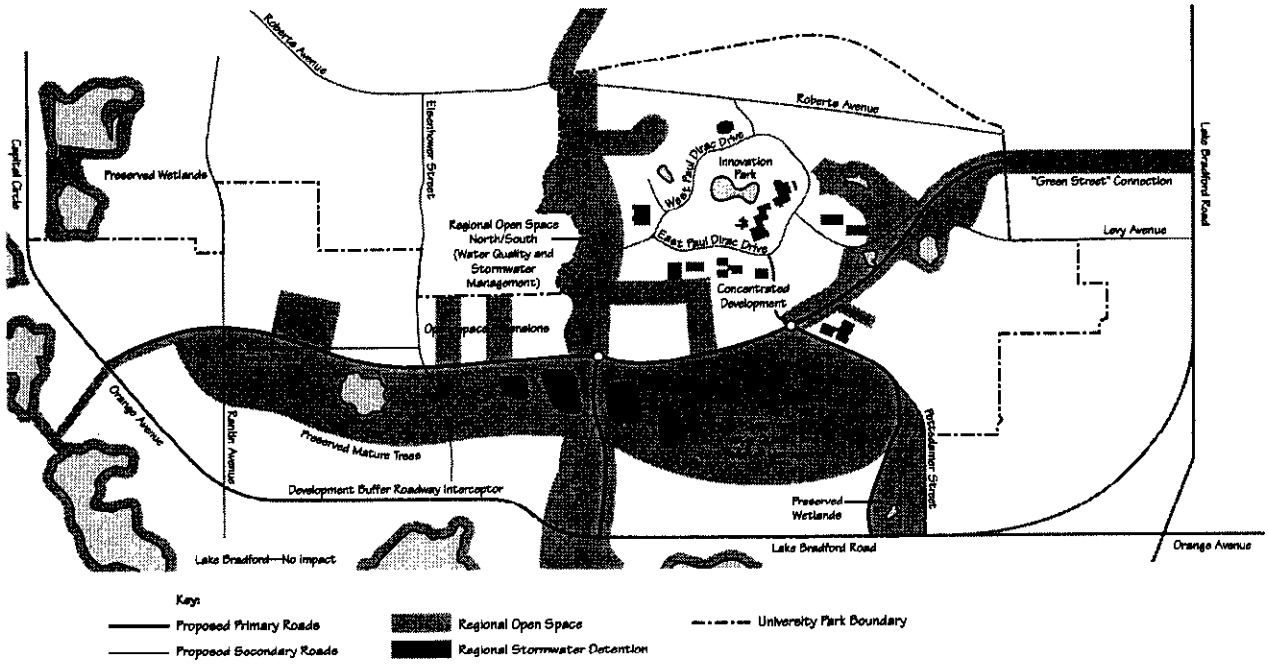
The planning framework for University Park represents a diagrammatic depiction of organizing principles associated with the development. It cannot be overemphasized that the framework is not a design solution. Rather it is an organized approach to effectuating the panel's vision for what the University Park project can become at full buildout. The planning framework is organized around physical, natural, university, and community assets and opportunities. Its key elements are the environment, access and circulation, community, and land use.

Environment

A strong environmental framework should be incorporated into the plan so that once University Park is developed, it represents a model of environmental sustainability. To achieve this, development should be concentrated, mitigating negative environmental impacts such as stormwater runoff. Regional stormwater detention should be developed within University Park as either a single facility or multiple facilities. The panel recommends that the redevelopment of the golf course integrate multiple detention facilities through its design; such facilities also could be integrated into an open-space system, as well as into active and passive recreational areas.

University Park master plan (below).





Environmental framework.

The panel recommends that the city's regional greenway system be extended through the site in order to improve water quality, stormwater management, and wildlife corridors. Existing bodies of water, large stands of mature trees, and the general lay of the land also should be carefully integrated into site planning efforts. In addition, to minimize impacts and so that it can function as an interceptor to contain development-based runoff, Capital Circle should be rerouted to travel north of Lake Bradford.

Access and Circulation

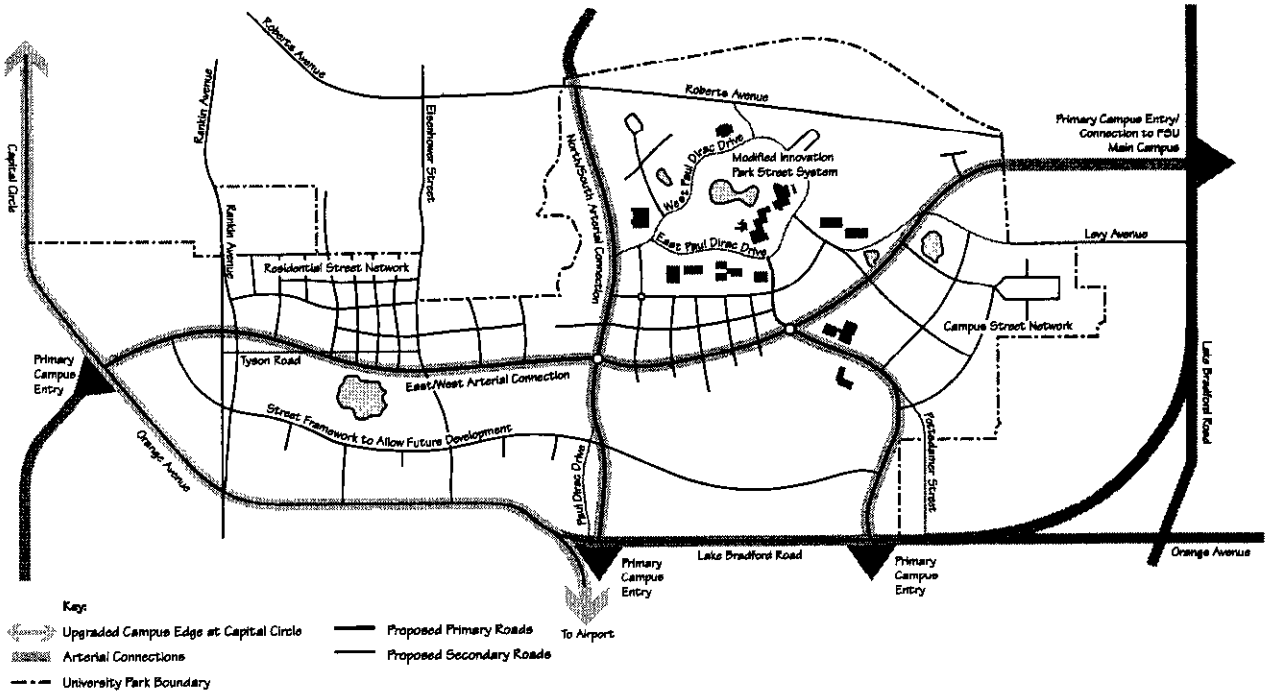
University Park should be well connected to the main FSU campus and Florida A&M through direct and improved pedestrian and vehicle links, and through regular bus service along Lake Bradford Road. These connections will be extremely important and should be addressed during the first phase of development because many students, faculty, corporate employees, and guests may use multiple campuses. Off-street pedestrian and bicycle paths present an equally viable opportunity for links as part of the city's greenway program.

Realignment of Capital Circle should provide direct access to University Park at Orange Avenue between Lake Bradford and Black Swamp, as recommended by Blueprint 2000. Capital Circle also should be aligned at the edge of the park to establish visibility and an identity for the development, and be expanded north of the lakes from the existing Orange Avenue alignment in order to minimize environmental impacts.

The linkage among the airport, Tallahassee, and FSU should be organized so as not to travel through University Park, but rather to present the park along its perimeter.

Main entrances to University Park should be positioned on all four sides of the site and be carefully choreographed to properly present the development; entrances through neighborhoods such as Callen and Providence Park should not be used. The northeastern entrance to the development should be relocated at the intersection of Lake Bradford Road and Stuckey Road, with the intersection reconfigured to establish a sense of arrival and prominence, and the entrance's corridor should be developed as a "green street" connection between the park and the Cascade Park Greenway. Long-term redevelopment of the existing housing stock and undesirable commercial uses will be necessary at this northeast portal in order to properly present the park.

Pedestrian connections between University Park and existing neighborhoods also should be established at the northeastern edge of the site to allow integration of residents and future development into the proposed development. A greatly simplified road hierarchy should be established that allows centers, or anchors, within University Park to be reached easily, and subroad systems should be rigorously well integrated into the core devel-



Access and circulation.

opment. In addition, the Innovation Park roadway system should be integrated into the larger development and should be modified as necessary to allow for a cohesive development.

Community

Though driven in large part by the multifaceted growth of the university and the research and development communities, University Park should strive to be more akin to a new community than merely an extension of an academic facility or another faceless business park. It should provide the community with improved housing options, improved roadway connections to adjoining uses and facilities, and access to retail and other services. Successful community development also in part will depend on improved schools. Development of a public middle school within University Park should be considered, with the school conceived as a flagship facility, rivaling the likes of Florida High at the SouthWood development.

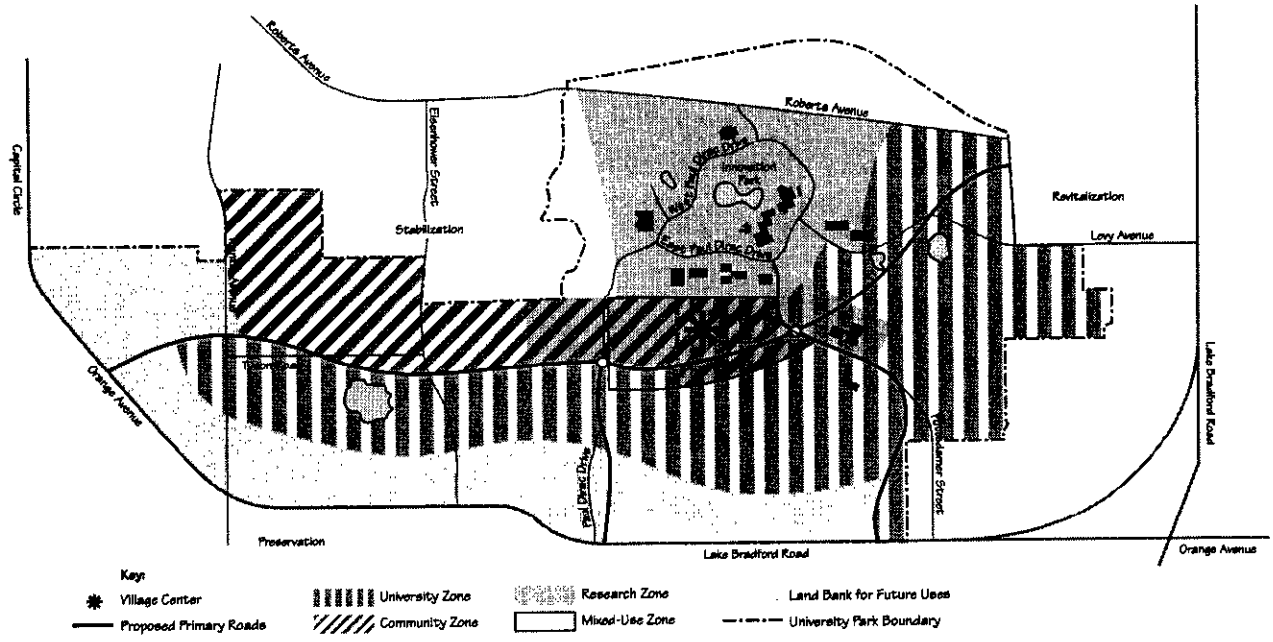
A greatly improved open-space system should be established, allowing for improved community access and mobility. This system should include multiuse trails and destinations that occur at or are integrated into parks, schools, and campus facilities, and that accommodate civic uses. The development should establish friendly and well-integrated relationships with adjoining neighborhoods rather than function as an enclave. This should, in turn, enhance residential land values, resale values, and redevelopment opportunities.

Land Use

The panel recommends that four primary zones be established at University Park: a university zone, a research zone, a community zone, and a mixed-use zone. The panel intends for the definition and use of these zones to be flexible. While the areas have been designated as separate zones, they should be well integrated and should, in fact, overlap. It is important that these zones not be developed in a fashion that would physically or, by the nature of use, effectively separate them; they are intended to have strong interfaces with and integrate with one another. It also is important to note that because University Park will be developed over time, there may be instances in which the primary zones are dispersed over the entire site in order to avoid developing isolated zones that do not accommodate the necessary interdependencies.

University Zone. Potential uses for inclusion within the university zone include the FAMU-FSU College of Engineering, academic uses such as those departments whose circumstances allow them to move from the main campus to University Park, specialty uses such as the performing arts, small-scale intramural activities, and support uses to meet the needs of students so they will not have to travel back to the main campus.

As proposed by the panel, the university zone will be situated closest to the FSU campus and near the proposed mixed-use zone. The area is intended



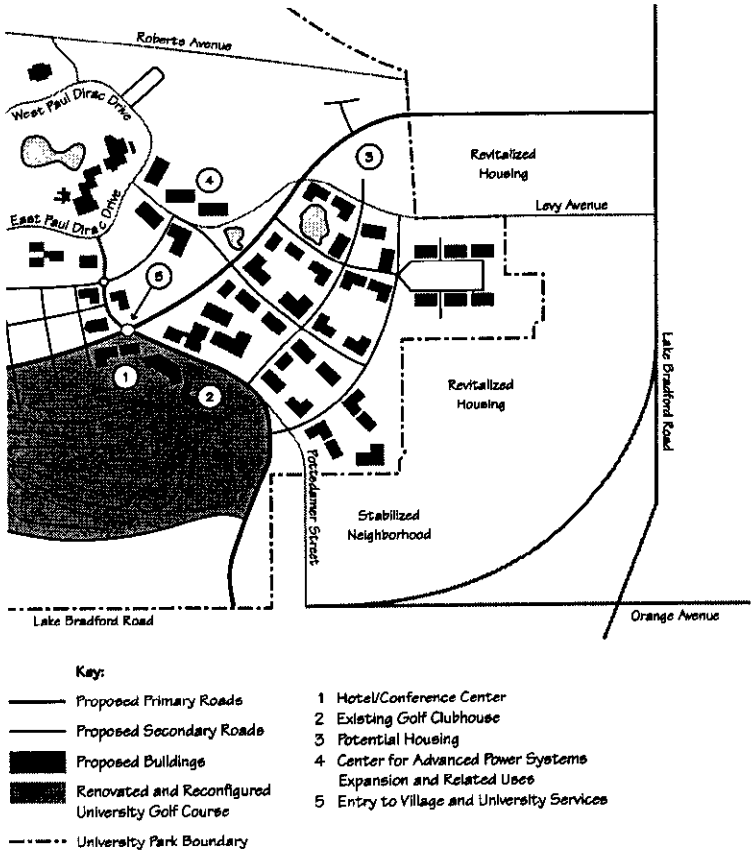
Land use framework.

to fulfill needs that currently cannot be accommodated on the main campus, that over time will expand significantly as academic business and community interests are integrated and grow, or that are better met on a newly developed site. The area should be carefully planned as a satellite campus to accommodate a full range of uses that allow it to function independently from the main campus.

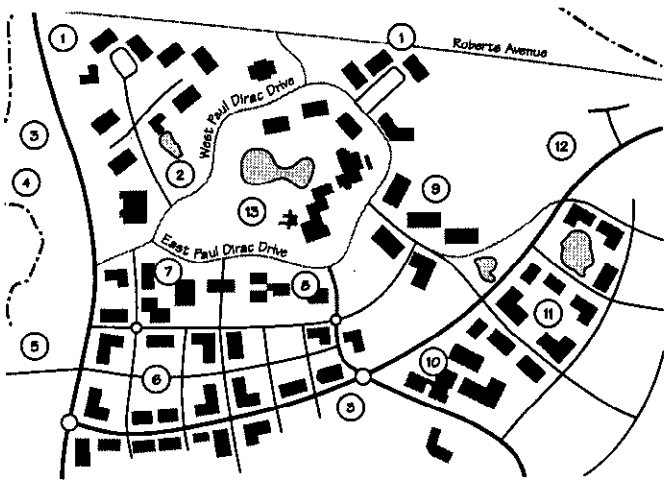
Currently located in this zone is Alumni Village, married student housing that is in poor physical condition and that, from what the panel heard, is susceptible to crime and vandalism. The density of Alumni Village does not provide opportunities for additional housing, and its layout and organization would need to be improved in order to promote a sense of community. The panel believes that Alumni Village in its current state does not represent the highest and best use of the property and that the housing it provides should be relocated outside the university zone.

The existing university golf course should be integrated into the university zone. If development of University Park proves successful, long-term use of the golf course should be evaluated versus potential development of the land for other uses. At this time however, the golf course will need to be reconfigured to allow the development of new uses in this area and to accommodate regional stormwater detention.

A conference center and hotel also should be considered in the area between the golf course clubhouse and the proposed village center.



University zone.



Key:

- Proposed Primary Roads
- Proposed Secondary Roads
- Proposed Buildings

1 Center of Excellence Subcampus
2 Corporate Infill Opportunities
3 Arterial Visibility
4 Open-Space Corridor
5 Potential Research Growth and Employee Housing
6 Mixed-Use Village with Research Uses and Support Services
7 Concentrated Research Infill
8 Existing Research Uses
9 Center for Advanced Power Systems Expansion and Related Uses
10 Engineering Expansion and Related Uses
11 University Uses with Research Interests
12 Potential Employee Housing
13 National High Magnetic Field Laboratory Expansion and Related Uses

Research zone.

Research Zone. The core uses within the research zone should include the National High Magnetic Field Laboratory and the FSU Center for Advanced Power Systems, including space for expansion and associated research enterprises at both facilities; additional anchor research facilities that will create centers of excellence; facilities for small-scale incubator research enterprises with working relationships with primary research facilities; corporate research facilities with direct relationships with primary research facilities; and facilities for support services not available in the mixed-use zone, such as businesses offering office supplies, specialized books, packaging and shipping services, copying and printing services, temporary staffing, computer hardware and software, and photography and film developing services.

The research zone as proposed will be at the core of the development, with strategic proximity to the university zone, the mixed-use zone, and the community zone, and it will be important that these areas are well integrated and mutually supportive.

The research zone would envelope Innovation Park. While Innovation Park should be integrated into the larger research zone, a new vision based on principles of concentration and centers should be established to guide its growth. Planning efforts should be aimed at establishing synergistic relationships between academic and corporate research efforts that are structured around anchor facilities.

The research zone should be organized around anchor facilities positioned to allow opportunities for growth as subcampuses, and these centers of excellence should be structured around carefully selected university research units. Medical schools traditionally have served well in this role, providing a wealth of corporate research relationships in the bioscience fields. Opportunities exist to develop a campus of associated uses around the National High Magnetic Field Laboratory and the Center for Advanced Power Systems, but they should be formally evaluated.

After a research anchor is chosen for each center of excellence, a mini-master plan should be developed to organize the placement of basic buildings, open space, and parking. There may be four to five centers of excellence within the research zone; each will require a master plan using principles established for the entire research zone.

Buildings within each center of excellence should be tightly organized around a common space that will function as the semipublic domain for corporate and academic users and be shared by multiple buildings. The campus should be organized as a place for people who think unconventionally to interact and share ideas as they pursue common research goals.

The research zone will be extended and woven through the mixed-use village, providing opportunities for campuses that are more urban and for improved access to goods and services. Planning for research facilities in the village area should uphold principles of orientation of streets and public spaces, shielded parking, and diverse uses. Additional responsibilities for building development in this area may include ground-floor uses that establish the area as a destination and feature such uses as restaurants, stores, daycare facilities, and health clubs.

As part of the panel's concept, a land bank should be established along Orange Avenue to allow space for future development. Depending on future academic and private sector demand, the de-

velopment in this area may focus on research or corporate uses, taking advantage of the access the site provides and its visibility, or it may offer additional academic, research and development, office, retail, housing, and hotel uses. Development in this area should take place only after core uses are well established in the research zone and village areas.

The primary objective is to concentrate uses in a central area, avoiding development that sprawls into the land bank area. Over time, as the campus matures and land values rise, the area may be developed with signature corporate uses not directly dependent upon relationships with uses in the core areas. When this development occurs, it should be oriented toward Orange Avenue, with parking and access located on the northern side or in the interior of the buildings.

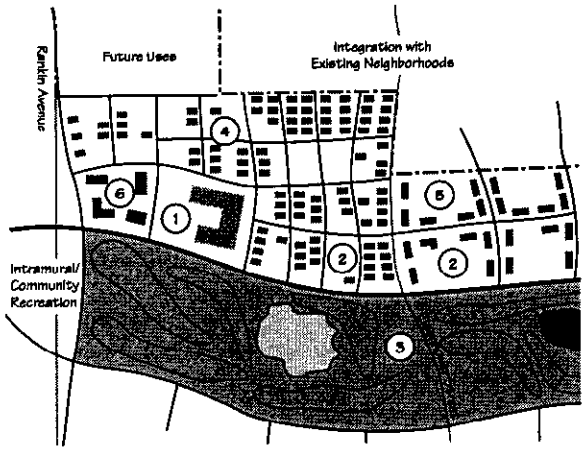
In the short term, the land bank area should function as a development buffer, offering, for example, an area for stormwater management and water quality improvements to protect the Lake Bradford area from the impact of development. The buffer area should contain a combination of new and natural landscaping that will showcase and create a sustainable image for the university.

Community Zone. Potential uses for the community zone include medium- and low-density residential housing, graduate student housing, open space, neighborhood retail businesses, intramural sports, and community recreation.

The community zone, to be located on the northwestern portion of the site as an extension of the existing community fabric, will provide opportunities for building improved housing stock for campus employees, graduate students, faculty, and unaffiliated residents. The panel bases this land use recommendation on the premise that community development represents economic development.

The community should consider placing the middle school within this zone, and the regional open-space system should be integrated with the residential development.

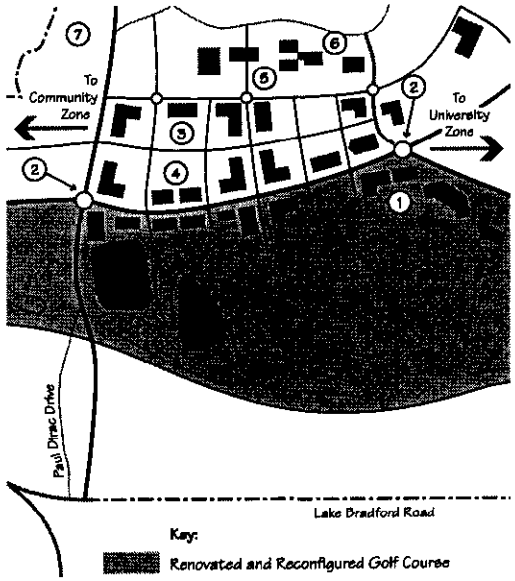
Mixed-Use Zone. Potential uses for the mixed-use zone include a conference center hotel; retail and restaurants; high-density residential; research



Key:
- Proposed Residential Homes
- Regional Stormwater Detention
- Renovated and Reconfigured Golf Course
- Proposed Primary Roads
- Proposed Secondary Roads
- New School

1 School Campus
2 Neighborhood Open Space Connecting to Regional Open Space
3 Regional Open Space/Golf Course
4 Low- to Medium-Density Residential
5 Medium-Density Residential
6 Potential Neighborhood Retail

Community zone.



Key:
- Renovated and Reconfigured Golf Course
- Proposed Buildings
- Regional Stormwater Detention Area
- Proposed Primary Roads
- Proposed Secondary Roads

1 Hotel/Conference Center
2 Village Entry
3 Retail and Restaurants
4 Street-Fronting Buildings
5 Connection to Innovation Park
6 Existing Development—Integrated and Infilled
7 Regional Open-Space Corridor

Mixed-use zone.

support services, including computer support and a technical bookstore; businesses providing student services, including a copy center, a health club, and a daycare facility; and additional research facilities.

The mixed-use zone should bring together the various proposed uses and be oriented toward pedestrians by being walkable and quaint.

Architectural Guidelines

University Park as a whole needs tightly defined architectural guidelines. The village center might have guidelines that correspond to the type of architecture that has developed in Florida over the past several hundred years, including use of particular building materials, second-level balconies, and a limited palette, as well as particular building massing and rooflines. Some of the prime examples of this architectural style, which signifies northern Florida from Augustine to Pensacola, are located in downtown Tallahassee. The architectural guidelines for the corporate, academic, and residential areas should allow flexibility, but should help to define those areas uniquely as being a part of University Park.

Implementation

mplementation of the University Park project plan will be complicated by the breadth of land uses recommended for inclusion, the need to maintain development momentum in Innovation Park while providing for its long-term integration as a part of University Park, and the number and nature of the stakeholders in the project. Recognizing these complications, the panel suggests that implementation of the University Park focus on the following four factors:

- *Master planning.* It will be necessary for the University Park project to be initiated with a thorough master planning process that includes the full and continuous involvement of all stakeholders and the public. The makeup of the master plan for University Park will be determined in part by a careful assessment of the total space needs of FSU, as well as those of Florida A&M and other stakeholders, and a prioritization of those needs that will be met at University Park.

- *Maintenance and modification of the Leon County Research and Development Authority.* The panel has concluded that the basic structure of the Leon County Research and Development Authority is appropriate for implementing the University Park project. However, the panel also believes that the scope of activities the Authority is permitted to undertake needs to be expanded and, further, that the composition of the Authority board needs to be broadened and modified to include a wider range of stakeholders while giving FSU effective control of the Authority.

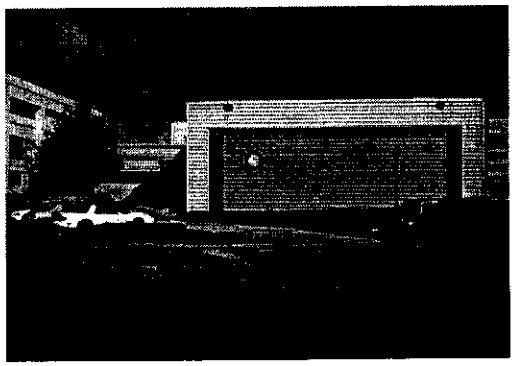
- *Effective project management.* Successful planning and implementation will require strong, expanded management capabilities on the part of those involved in the project. These capabilities must be exhibited in staff-level management of the Authority, by contracted professional assistance, and in the selective enlistment of third-party developers.

- *Careful sequencing of implementation steps.* Successful implementation will involve a number of discrete activities, the sequence of which must be carefully planned to maximize the odds of launching University Park in the shortest possible time. This sequencing will be required because while the master planning process can lay the groundwork for the creation of a financially feasible project meeting the goals of the stakeholders, the sheer complexity of the project could seriously delay its implementation or cause it to fail altogether. Careful planning of the implementation sequence also will help to ensure that development efforts at Innovation Park and the positions of the stakeholders will not be compromised should implementation of the University Park plan face severe delays or fail to proceed.

The Master Planning Process

The panel believes that the first basic step in implementing the University Park plan should be preparation of a master plan for the project. The master plan, and the process of preparing it, will serve several key purposes:

- identifying and illustrating areas and intensities of land uses;



The National High Magnetic Field Laboratory in Innovation Park is located in an area suggested for concentrated research and corporate development.

One of four primary entry points proposed for University Park, the Stuckey Road entrance would connect FSU's main campus to the park. The panel recommends that this entry be reconfigured to create a sense of prominence and arrival.

- providing the basis upon which to make formal application for municipal land use entitlements; and
- providing a forum for initiating and engaging community involvement in the project.

The master planning process should involve initial institutional planning, market analysis, and organization; public involvement; and a physical development plan that includes phasing, financing, and design guidelines.

Institutional Planning, Market Analysis, and Organization

The premise of the University Park plan involves developing facilities for Tallahassee's institutions of higher education. Therefore, even before the master planning of University Park begins, FSU must undertake a thorough evaluation of its total space requirements, projected as much as 20 years into the future, and identify and prioritize those functions or academic units that should be located at University Park. This evaluation should differentiate among classroom, laboratory, and office space needs, and should identify the type of research partners that those functions or units are expected to attract and the extent to which they are to attract them.

Also, before master planning of the site begins, the Authority must obtain a professionally prepared market study providing a detailed estimate of the demand for and the financial feasibility of establishing the other uses proposed for University Park, including corporate and incubator uses, housing, hospitality and retail businesses, and support services.

The master planning process should be organized through the establishment of the scope of the master plan, identification of deliverable products and timetables for their delivery, creation of a budget for activities through completion of the process, and assignment of accountability for the project's successful completion.

Public Involvement

The master planning process should include two distinct levels of public involvement. First, the Authority should appoint an advisory board made up of representatives of all stakeholders and formally charge it with reviewing and advising the Authority on drafts of the master plan and the plan's components at specific points in the planning process; the advisory board's first task should be to review and to make recommendations on the scope of the master plan. Second, the planning process also should include a series of town hall–style workshops held at appropriate points in the planning process and open to the public.

Content of the Master Plan

The master plan itself should include at least the following features:

- a physical development plan sufficient to illustrate clearly the locations and intensities of the built uses to be permitted in University Park, as well as the locations and intended uses of open spaces, recreation corridors, and areas designated for environmental impact mitigation, etc.;
- basic locations and specifications for the skeletal infrastructure and the streets;
- outlines of the design guidelines and covenants, conditions, and restrictions (CC&Rs) to be adopted for the park;
- a financial plan that includes estimated costs of land preparation, infrastructure, and environmental impact mitigations, including all potentially available sources and amounts of funding; and
- a comprehensive phasing plan that takes into account projected private sector market demand and planned academic expansion require-

ments, while at the same time minimizing total project cost and maximizing the probability of success.

The plan also should be consistent with the relevant provisions of the comprehensive plan, Tallahassee's Southern Strategy, Blueprint 2000, the city's Sector Plan, and other adopted plans.

The panel estimates that it could take four to five years to complete the master plan process.

Entitlement Process

After the Authority adopts the master plan, it will have to obtain entitlements for the development of University Park. The panel sees two basic approaches to this task—processing the project as a campus master plan for one or both of the universities, or processing the project under municipal planning regulations.

Processing the project as a campus master plan would have the advantage of being a comparatively simple process and would allow the project to avoid a possible added level of analysis as a development of regional impact (DRI) by the Regional Planning Council. However, it is unclear whether certain uses proposed for the park would qualify for inclusion in a campus master plan, and such an approach would require at least some procedural coordination between the two universities.

Processing the project under municipal planning regulations would ensure that all of the uses in the park become entitled in a single package, but would involve a somewhat higher risk of rejection or that conditions would be placed on approval—partly because the project could be determined to be a DRI, and partly because the planning and approval process would involve increased community involvement.

On balance, the panel concludes that given the scope of the project and the number and nature of the stakeholders, processing the project under municipal planning regulations will be the most efficient and successful approach. The panel also believes that this route offers the opportunity for maximum community "buy-in" and "ownership" of the project—traditionally a key component in minimizing potentially harmful community opposition that can delay or even kill a project.

Tallahassee's natural landscape is an asset that the panel encourages the Authority to highlight in the University Park landscape design.

While such specifics as proposed zoning designations can only be determined during the latter stages of the master planning process, the panel suggests the following:

- Because Tallahassee's planned unit development (PUD) zoning option appears to offer much greater flexibility than a combination of conventional zones, the master plan should be prepared in such a manner that the plan's contents constitute a complete application for approval under that option.
- Because the project lies within the boundaries of two Sector Plan areas, the panel suggests that the Authority ask the city at least to modify the western boundary of the South Central Sector so that the entire University Park project falls under the Lake Bradford Sector plan. One or both of these two plans will be initiated in 2003, the panel understands, and the initiation of either or both of them could complicate and delay completion of the University Park master plan.
- Because it is unclear whether the University Park project would qualify as a DRI requiring

analysis by the Regional Planning Council, the panel suggests that as soon as the master plan has taken sufficient form to indicate the scale of the park's uses and intensities, the Authority should engage the council in informal discussions to determine whether the project would qualify as a DRI and, if so, whether the council would require any adjustments in the plan to obtain its backing.

- As with the question of DRI, the Authority should engage the city in informal discussions during the preparation of the master plan to determine how the project will meet concurrency requirements.

Land Assembly

Following the preceding steps, land for the University Park project must be assembled from a number of public and private parties. Timing of the acquisitions will be dictated by both the master planning process and FSU's own planning process. Entitlements should be secured before the properties are acquired so that premature transfers and assemblages do not have to be untangled. Failure to execute the assembly in a well-planned, consistent manner could both significantly delay and increase the cost of the park's physical development. The panel suggests the following basic principles be followed in land assembly:

- Title to the properties currently owned by the city and county should be transferred to the Authority at no cost. The exception will be the juvenile detention center, at least until a replacement facility can be developed.
- Title to state properties administered by FSU should be transferred to the Authority at no cost.
- Title to the state's real estate interests within University Park should be transferred to the Authority at no cost.
- The terms of the transfer of title to the above properties should be spelled out in a memorandum of agreement executed by all parties and should include a provision stating that individual transfers may be reversed if all of the properties are not transferred to the Authority.
- Acquisition of privately owned properties should focus first on those properties of greatest strategic value to the park and should take advantage of attractive opportunities as they arise. To minimize initial capital outlays, additional properties adjacent to a strategic parcel can be acquired later, albeit at prices likely to be higher than those paid in the initial acquisitions.
- If one or more privately owned properties lie within the first phase of the project, it may be necessary to employ the power of eminent domain to ensure that parcels needed to complete that phase are assembled in a timely manner. While every effort should be made to avoid having to take this step, a government entity prepared to exercise such power should be identified during the early stages of the planning.

Project Management

The panel recommends that a project management team dedicated exclusively to University Park be hired by the Authority and that it report directly to the project's governance board. The team should be led by a strong project manager with experience in planning and developing projects of comparable complexity and scale. Recruitment and selection of the leader should begin immediately so the project can be planned with practical commercial development input from the very beginning.

As soon as a conceptual plan has been adopted for University Park, a leading national brokerage firm should be selected to market the project to corporate users. This should increase the project's exposure and, in turn, improve the potential of securing corporate users for the sites in Innovation Park, as well as in the incremental pads to be created within University Park. Because Innovation Park is a recognized brand, the panel believes that promotion of University Park should incorporate that brand into the early marketing efforts, but that the name should be phased out over time. An analogy would be Datsun's transition to the Nissan brand name by initially placing both brands

names on its automobiles before eliminating the use of "Datsun."

The panel further recommends that one or more private sector developers with the requisite experience be selected to develop the nonuniversity components so as to shorten the execution time, reduce costs, and increase the probability of success of individual projects.

Financing

The panel estimates that the park's land development costs will average $4 to $5 per square foot of net developable area, which is very high in relationship to land value. This implies that the phasing of the master plan must be sensitive to minimizing these costs and the associated carrying costs.

Identification of specific sources and amounts of financing are key elements of the master plan. The nature of these elements will be determined not only by the particular phase of the master plan being financed, but also by whether particular public finance sources are applicable for the particular uses in that phase and whether private capital and commercial debt are available. The panel believes the following financing sources in particular may be worth pursuing:

• *Economic Development Administration grants and loans.* The U.S. Commerce Department's Economic Development Administration funds development of infrastructure and incubator space in research and development parks based on local economic conditions and the potential of the projects to create jobs. Grants clearly would be appealing because repayment is not required; loans also can be attractive because typically they bear interest rates and repayment terms less stringent than other sources of funds.

• *Tax increment financing and assessment district bonds.* These bonds share the characteristic that their repayment is based on property taxes and/or assessments. As such, they require that the property being developed be on the tax rolls rather than held by a public entity. Tax increment financing involves reallocation of property taxes and, therefore, would be less burdensome to the project. However, since such financing can be applied only within redevelopment areas, an existing community redevelopment area would have to be expanded westward from Providence Park, or a new, separate redevelopment area would have to be created. Assessment districts, which typically are formed through a vote of the landowners, can issue tax-exempt bonds to fund various types of infrastructure development. One benefit of this funding source is that it allows flexibility in allocation of assessments across the benefiting properties. However, assessments can become burdensome if the projected development does not occur.

The David Middleton Golf Center at the Don Veller Seminole Golf Course is one of the amenities provided by University Park. The panel recommends that a conference center and hotel eventually be built to complement this asset.

• *Revenue bonds.* Revenue bonds, which were used by the FSU Research Foundation in 2001 to build two buildings in Innovation Park, require a pledge of a predictable source of revenues, such as rent, for example. Therefore, this source mainly is used in connection with building construction following the construction of infrastructure. Nevertheless, given a sufficient revenue stream, it is possible that modest amounts of infrastructure or other non-revenue-producing improvements could be financed in this manner when bundled with a revenue-generating development project.

• *Commercial bank lending under the Community Reinvestment Act.* Commercial banks are required under the Community Reinvestment Act to make loans in economically depressed communities. Such loans often bear below-market interest rates and offer more lenient terms. This source could prove particularly useful in financing initial development of privately owned buildings and in situations in which the financing plan identifies a need for "bridge" or "gap" funding.

Most of these options are forms of tax-exempt financing, and employing as much financing as possible can help to minimize the carrying costs associated with land development. Because authorities qualify as a "political subdivision" as defined under Section 103 of the Internal Revenue Code, and therefore may qualify for tax-exempt financing, it is important that the park be structured under ownership by a public entity such as the Leon County Research and Development Authority rather than having FSU or another entity try to secure conduit financing.

The panel encourages FSU to engage state and local leaders in a dialogue to explore the creation of additional, new public and public/private financing tools that might be used in facilitating not only development of University Park, but FSU growth in general, as well as in addressing other pressing public finance needs within the greater Tallahassee community and Florida as a whole.

Governance

The panel believes that the existing Innovation Park land—as the figurative "hole in the doughnut" of University Park—is integral to the design and planning of the park, as well as to its ultimate success. It also believes that the existing Authority structure should be maintained in order to avoid the complexity and the time that would be lost in unwinding the Authority's existing projects and financing. It is also important to preserve the Authority's ability to finance future projects within its jurisdiction. However, the panel believes that the makeup of the Authority's governance board, its control, and its appointing powers should be modified to give FSU effective control of the Authority.

It believes that to execute a project this large and complex effectively, a single executive sponsor is needed. Because FSU will be the primary driver of University Park's success and will be dedicating significant intellectual and financial capital to the project, the panel recommends that it should have effective control of the project. Other major stakeholders should be represented on the board, including Florida A&M, the local government, and representatives of economic development groups and local neighborhoods. The panel believes that selection of governance board members should be based on whether they have the skills and sophisticated knowledge necessary to govern a development of this complexity, scale, and importance to the metropolitan area.

If the master plan is not approved and entitlements for University Park are not obtained within a reasonable period, the Authority should revert to its previous makeup.

The panel suggests that the control and responsibilities of the Authority be broadened to include the following:

- initiating and approving the master plan for University Park;
- obtaining entitlements for University Park;
- issuing bonds;
- funding of or negotiating for predevelopment expenses and capital improvements for the park;
- owning, buying, selling, and leasing interests in real property;
- constructing and managing multitenant buildings, in particular those involving joint university/research partner occupancy;
- selecting and hiring project management staff and private sector developers;
- managing common areas, including determining and collecting common-area assessments as appropriate; and
- setting and executing marketing strategy.

For University Park to succeed, state and/or county legislative action is required to achieve the following:

- a clear mandate to initiate and approve the master plan for University Park, and to apply for municipal entitlements for all the lands within the park before ownership;
- the ability to sell land within University Park;
- liberalization of use restrictions on parcels within Innovation Park to correspond with uses

permitted in the nonresidential areas of University Park; and

- modification of the Authority's makeup, control, and appointing powers.

For University Park to compete effectively in the markets the panel has identified, it is critical that legislative approval be obtained for the ability to sell land, including properties in Innovation Park and those planned for planned nonacademic components of University Park. Selling rather than leasing the land provides many benefits, including:

- reinvestment of proceeds into the development of University Park;
- return of public land to the city and county property tax rolls; and
- appeal for corporations that are interested in owning rather than leasing land.

Sequence of Implementation

Implementation should be undertaken as a well-planned sequence of measures, for which the panel suggests the following order:

Initial Legislative Action

An appropriate entity needs to have the mandate and responsibility to initiate and complete the master planning process, and then apply for entitlements. The panel believes the Authority is the most appropriate entity for this purpose, once its membership has been broadened to reflect the range of stakeholders of University Park. Its first order of business should be to obtain legislative approval of:

- modifying the Authority's board to give effective control to FSU and to include other key stakeholders; and
- giving the Authority the power to plan and obtain entitlements for University Park—before the Authority takes actual title to the lands within the project boundaries.

Master Plan and Entitlements

Once the Authority membership has been appropriately broadened and it has clear power to plan the project, it should initiate and complete the master planning process, and apply for and obtain municipal entitlements for the project.

The following measures should be initiated during the planning process and should become effective once entitlements are obtained:

- *Remaining legislative action.* The remaining required legislative actions should become effective, including an easing of the use restrictions on Innovation Park parcels and the granting to the Authority the power to sell land.
- *Transfer of title to lands.* Title to the lands within the boundaries of the project owned by public bodies should be formally transferred to the Authority.
- *Modification of innovation park administrative documents.* The PUD zoning, design guidelines, and CC&Rs developed for University Park should be formally applied to all of the land of University Park, including the existing parcels in Innovation Park.

The comprehensive master planning process will be difficult and will take several years. The panel recommends that an inclusive and transparent planning process be initiated immediately and with a true sense of urgency. Obviously, the legislative action to change the existing governance of Innovation Park will be difficult to obtain, but the panel believes strongly it is an important near-term measure required for the entire development process to succeed.

Conclusion

hat was once envisioned as a single-use park that emulated the existing Innovation Park now can be visualized as vibrant mixed-use community that serves not only the needs of the FSU Research Foundation, but also other university needs both now and in the future. University Park also lends itself to private sector development, residential housing, a middle school, retail businesses, and community recreation space.

In order to make the panel's recommendations a reality, FSU must work with other local academic institutions, the community, and state and local government stakeholders. The Leon County Research and Development Authority needs to be augmented in order to accomplish all that the panel has set out in this report and to ensure that FSU achieves its goals.

The panel believes that the proposed University Park development has strong potential not only to promote real economic development, but also to have a positive impact on the entire Tallahassee community. However, this is a very long-term project in which success should be measured one phase at a time. Only through the cooperation and trust of the project's varied stakeholders will success be realized.

About the Panel

Alex J. Rose

Panel Chair
El Segundo, California

Rose is director of development for Continental Development Corporation in El Segundo, California. He is responsible for managing all construction and development activities for the suburban office/research and development park developer, whose holdings comprise 3 million square feet in San Francisco and southern California's South Bay market.

Rose oversees planning and execution of all tenant improvements, core and shell renovations, and new construction work; major facilities maintenance and upgrades; project budgeting and cost controls; internal project management; architect, engineer, and contractor management; acquisitions; and new project development.

Over the past eight years, Rose has overseen transformation of more than 1 million square feet of single-tenant research and development facilities for multitenant office, restaurant, retail, and entertainment uses. Before assuming his current position, Rose was director of property management. He also has extensive experience in title insurance and is a licensed California attorney with experience in general civil and bankruptcy litigation practices.

Rose received his master of business administration degree from the University of Southern California, his law degree from the Southwestern University School of Law, and his bachelor of arts in political science from UCLA. He is an Urban Land Institute trustee, chair of ULI's Commercial and Retail Development Council, vice chair for concurrent programs for ULI's Program Committee, and a member of the ULI Los Angeles Executive Committee.

Ray H. D'Ardenne

Atlanta, Georgia

D'Ardenne is managing partner of Lend Lease Capital Partners, Lend Lease Real Estate Investments, Inc., a small group focused on executing research-driven, high-yield investment strategies on behalf of its foreign, high-net-worth financial, institutional, and pension fund clients. He is a member of the company's executive and investment committees.

He formerly was head of the company's real estate operations, and from 1998 to 2001 was chief operating officer, responsible for regional operations, property acquisitions and sales, mortgage originations, and investment management for equity portfolios. D'Ardenne also led Lend Lease's capital transactions group in 1997 and 1998 and its equity acquisitions group in 1995 and 1996. Before Lend Lease acquired it in 1997, D'Ardenne worked for Equitable Real Estate, where he was chief appraiser and chief information officer from 1991 to 1994.

D'Ardenne received his bachelor of science and master of business administration degrees from Pennsylvania State University. He is a member of the Urban Land Institute's board of trustees, the National Association of Industrial and Office Parks, and the Counselors of Real Estate.

Diane Hartley

Washington, D.C.

Hartley is a senior vice president for the Washington, D.C., region of Spaulding & Slye Colliers and has more than 20 years of experience in the design, construction, development, and management of facilities for institutional, government, and private owners. She leads the company's educational and research institutions practice, providing strategic

planning and real estate advisory services to government, educational, and other public institutions.

Previously, Hartley was director of the public institutions practice at Jones Lang LaSalle, and also worked at the U.S. General Services Administration (GSA), where she had a lead role in establishing asset management and portfolio management functions for more than 70 million square feet of owned and leased space in the national capital region. She also was an associate with the JBG Companies, a Washington, D.C., real estate developer and property manager, where she oversaw commercial development projects and provided advisory services to public and private clients. She has provided strategic advisory services to a broad range of clients, including several major universities, the Consortium of Universities of Washington, D.C., the U.S. Army, GSA, and the National Oceanic and Atmospheric Administration.

Hartley received a bachelor of science degree in civil engineering from Princeton University and a master of business administration degree from the Harvard University Graduate School of Business Administration. She is a faculty associate of the Johns Hopkins University School of Professional Studies in Business and Education.

Laurin McCracken

Memphis, Tennessee

McCracken is the marketing and strategies officer for Looney Ricks Kiss Architects. Until recently, he was the national accounts director at McClier, and before that was chief executive officer of the Global Design Alliance, a strategic alliance of architectural, engineering, and specialty consulting firms. McCracken also was director of marketing for HNTB Corporation's architectural services, and national and international marketing director for RTKL.

McCracken is a registered architect and a graduate of Rice University and Princeton University. He is a member of the American Institute of Architects; was the national president of the Society for Marketing Professional Services and received its Marketing Achievement Award; was a charter member of NACORE, the International Association of Corporate Real Estate Executives; and holds the designation of master of corporate real estate service. McCracken is chair of the Urban Land Institute's International Council and a 20-year member of the International Development Research Council.

Allen Meacham

Oakland, California

Meacham is senior real estate officer for the Regents of the University of California, responsible for planning and implementing the acquisition and disposition of real property for the ten-campus university system. He also manages the private development of housing and research park projects on university lands, including establishing university program and financial objectives for each project, overseeing the solicitation and selection of private development teams, and negotiating and documenting ground leases with those teams.

Previously, he was a manager with Kenneth Leventhal and Company, predecessor to E&Y Kenneth Leventhal LLC, where he supervised valuation, feasibility, and market studies for private and public clients.

Meacham holds the MAI designation from the Appraisal Institute, where he has served on both chapter and national committees. He has published numerous articles in both professional journals and business periodicals.

John Prosser

Denver, Colorado

Prosser is a professor of architecture and urban design at the University of Colorado, where he has served as dean of the College of Design and Planning, and has taught at other universities, including Oxford Polytechnic in England. Prosser has been a planning and architectural consultant for projects such as the Denver Technological Center, the Denver International Airport environs for the private sector, and the Denver Botanic Gardens. Beginning private practice in 1969, he also has planned major retail facilities in Kansas, Colorado, California, Hawaii, and Arizona.

Since 1981, he has chaired the systemwide University of Colorado Design Review Board, which critiques all projects on nine campuses. He is a member of eight federal, state, municipal, and private architectural review committees and was a nucleus founder of the Real Estate Center at the University of Colorado. Prosser also served on the decommissioned Lowry Air Force Base Economic Recovery Committee for Denver and Aurora to provide expertise for reuse planning and implementation.

Prosser received his bachelor of science degree in architecture from the University of Kansas and his master of architecture degree from Carnegie Mellon University.

Eric Smith

Denver, Colorado

Smith is a vice president and senior project manager with Matrix Design Group, Inc., and is responsible for representing the firm and its clients in various public arenas. His engineering background—which includes site civil design, transportation planning, transportation design, drainage design, utility design, and construction management—coupled with his project management experience gives him expertise in the field of major asset redevelopment.

He is responsible for the design, coordination, and management of municipal and private sector improvement projects, studies, and reports. He provides project management and coordination for transportation, drainage, utility, capital improvement, and land development projects, as well as detailed master planning and analysis.

Smith graduated from the University of Central Florida with a degree in civil engineering.

Chuck Ware

Denver, Colorado

Ware is an associate with Design Workshop in its Denver office, focusing on urban design and leading all aspects of complex project work. He currently is leading the planning for two major research parks, one in Colorado and the other in Santiago, Chile.

In Santiago, the Lo Aguirre Park of Science and Technology is being planned on 24,700 acres of grasslands and hillsides known as the Pudahuel Commune. The project involves integration of a research park and a public nature reserve. In Colorado, Ware soon will complete a master plan and design guidelines for the Colorado Bioscience Park Aurora as part of the $4 billion redevelopment of the Fitzsimons Army Medical Center in Aurora. The redevelopment, which will establish one of the few bioscience research parks affiliated with a major medical institution, is intended to be a model of sustainable development.

Ware received a master's degree in landscape architecture with an urban design emphasis from Virginia Polytechnic Institute and State University, and a bachelor of science degree in landscape architecture from Ohio State University. He received the Stanley Abbott Award for research on creating user-oriented built environments, the Ohio State Faculty Prize, and Virginia Tech's annual Faculty Award.

Robert J. Wolfe

Princeton, New Jersey

Wolfe is founder and president of Picus Associates, Inc. Before founding the company, he spent 17 years as a managing partner of K.S. Sweet Associates. In both capacities, he has worked as the developer of Princeton Forrestal Center, Princeton University's 2,200-acre mixed-use land development. The project contains housing, a retirement community, a shopping village, hotels, daycare centers, and more than 4 million square feet of research and office space occupied by more than 100 corporations.

Wolfe also managed the feasibility work and early development of three other large land developments totaling more than 1,000 acres. He has conducted numerous consulting assignments, some of which involved evaluating the feasibility of land development, creating and implementing marketing strategies, and restructuring nonperforming assets.

Wolfe served for six years on the local planning board, was appointed by New Jersey to chair its

advisory committee on the future of the Route 1 corridor, and served as an adviser for Transportation 2020, the state's long-term transportation master plan. He has served on the boards of the Princeton Area Chamber of Commerce, McCarter Theatre, the Regional Planning Partnership, the Land Use Municipal Resource Center, the Stony Brook–Millstone Watershed Association, and a local community service foundation.

Wolfe received his bachelor of arts degree from Princeton University and his master of business administration degree from Stanford University.